

DRAFT

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Guides for a Policy on the Oral
Examination of Applicants

1. The conduct of oral examinations is an essential element in any selection process designed to identify career intelligence officers.

Comment: By oral examination we mean a process wherein one or more examiners meet with the candidate for the purpose of rebutting or verifying impressions previously acquired by reviewing documentary evidence. The purpose of the examination is to provide a basis for determining whether or not to recommend the admittance of the candidate in career service.

By contrast, the interviews conducted by the Personnel Office and by the office seeking to fill a vacancy are aimed at an effort to identify individuals who appear to have the necessary professional qualifications for specific positions. These interviews serve, therefore, to recruit candidates who, having been passed by the Personnel, Security, and Medical Services, are then ready for their oral examination.

2. The Agency will be best served if the decision to employ or not to employ an individual is not left solely to the component wanting to fill an existing vacancy.

Comment: The desire of the receiving office to fill a given position immediately may mean that short term considerations are given undue weight without due regard for long term consequences.

3. An examining board should not be assigned functions which can as efficiently be performed by regular operating or staff components in the chain of command.

Comment: Boards are expensive to operate, in terms of man-hours expended, time required to arrive at decisions, and the incursion on the work-time of board members who have other primary duties.

4. A standing examining board of given composition can conduct meaningful examinations only if it has well defined terms of reference and limited purview.

Comment: The Foreign Service is a case in point. The purview of the Foreign Service Board is limited to Foreign Service officer candidates. These candidates are earmarked to fill positions which are a part of a long organized complex and the requirements of which are well known. This design for interchangeability is not to be found in the whole of CIA.